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CLICK HERE FOR VPÒÁCHIEF EXECUTIVE OFFICER'S MEMO DATED AUGUST 16, 2011

CLICK HERE FOR VPÒÁCHIEF EXECUTIVE OFFICER'S MEMO DATED MARCH 25, 2011

CLICK HERE FOR VPÒÁCHIEF EXECUTIVE OFFICER'S MEMO DATED FEBRUARY 24, 2012

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MICHAEL D. ANTONOVICH Fifth District

August 16, 2011

To:

Mayor Michael D. Antonovich

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas Supervisor Zev Yaroslavsky Supervisor Don Knabe

From:

William T Fujioka

Chief Executive Officer

REQUEST FOR **EXTENSION** REPORT OF BACK ON MAINTENANCE PROGRAM. BUILDING ASSESSMENTS. AND ASSET MANAGEMENT/BEST **PRACTICES ASSESSMENT** (SEPTEMBER AGENDA, ITEM NO. 16)

On September 28, 2010, your Board approved the 2010 Deferred Maintenance Program and instructed my Office to provide:

- A recommended schedule for the completion of remaining building assessments of County-owned facilities and the building assessment database:
- An assessment of asset management policies and practices of entities with assets similar to the County of Los Angeles, such as major cities, state, and federal agencies, as well as local school and community college districts;
- Performance measures for achieving results prescribed in the program; and
- A summary of the advantages/disadvantages of retaining a third-party expert to assess the County's current deferred maintenance programs and requirements.

Each Supervisor August 16, 2011 Page 2

We have made substantial progress on all of the tasks; however, we are seeking an alternative to the Internal Services Department (ISD) for the building assessments to determine if the cost estimate is compatible with outside vendors. Staff has identified a number of firms that provide building assessment services and will retain one through a Request for Proposal (RFP). We expect to be completed with the RFP process and the selection of a firm within three months. The proposers will provide us a schedule for completion of the assessments and the status database that we will report to you in a status memo. Therefore, we are requesting an extension of this assignment until November 30, 2011.

If you have any questions or need additional information, please let me know, or your staff may contact Jan Takata at (213) 974-1360, or <a href="mailto:itakata@ceo.lacounty.gov">itakata@ceo.lacounty.gov</a>.

WTF:RLR:os

c: Executive Office, Board of Supervisors County Counsel Internal Services



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March 25, 2011

To:

Mayor Michael D. Antonovich

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas Supervisor Zev Yaroslavsky Supervisor Don Knabe

From:

William T Fujioka

Chief Executive Officer

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REQUEST FOR **EXTENSION** OF REPORT BACK ON THE **DEFERRED** MAINTENANCE PROGRAM. BUILDING ASSESSMENTS. AND ASSET MANAGEMENT/BEST **PRACTICES ASSESSMENT** (SEPTEMBER 2010 AGENDA, ITEM NO. 16)

On September 28, 2010, your Board approved the 2010 Deferred Maintenance Program and instructed my office to provide:

- A recommended schedule for the completion of remaining building assessments of County-owned facilities and the building assessment database;
- An assessment of asset management policies and practices of entities with assets similar to the County of Los Angeles, such as major cities, state, and federal agencies, as well as local school and community college districts;
- Performance measures for achieving results prescribed in the program; and
- A summary of the advantages/disadvantages of retaining a third-party expert to assess the County's current deferred maintenance programs and requirements.

Each Supervisor March 25, 2011 Page 2

Due to the time involved in outreach and response to provide your Board a complete report, we respectfully request an extension of the due date of our report to June 30, 2011. This extension will allow time to research the approach utilized by other agencies and to determine what third-party experts exist with deferred maintenance experience.

If you have any questions or need additional information, please let me know, or your staff may contact Jan Takata at (213) 974-1360 or <a href="mailto:itakata@ceo.lacounty.gov">itakata@ceo.lacounty.gov</a>.

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February 24, 2012

To:

Supervisor Zev Yaroslavsky, Chair

Supervisor Gloria Molina

Supervisor Mark Ridley-Thomas

Supervisor Don Knabe

Supervisor Michael D. Antonovich

From:

William T Fujioka

Chief Executive Officer

REQUEST FOR EXTENSION TO JUNE 30, 2012 ON DEVELOPMENT OF THE COUNTY'S DEFERRED MAINTENANCE PROGRAM (SEPTEMBER 28, 2010 AGENDA, ITEM NO. 16)

This is to provide a status on the development and implementation of the Deferred Maintenance Program and request an extension to June 30, 2012. The Program was approved by your Board on September 28, 2010 and entailed the refurbishment of County public health centers, community and/or senior centers, and specific County facilities that required repairs or major deferred maintenance efforts to comply with jurisdictional and regulatory agency mandates, maintain essential services, or generate operational savings.

A secondary goal of the Program was to develop a systematic approach to the ongoing assessment of County building conditions with long-term maintenance schedules that will provide a rational basis for planning and budgetary recommendations concerning the ongoing maintenance of County facilities.

To date, refurbishment activities are underway at each of the approved projects, with exception to the Ruth Temple Health Center, which will commence upon the completion of a previously scheduled renovation project at the site. All refurbishment projects, with exception to Ruth Temple, are expected to be completed by December 31, 2012. Additional improvements are under review for the Dorothy Kirby Center and Acton Rehabilitation Center and further recommendations will be forthcoming.

Development of a systematic plan for the completion of building assessments on the County's remaining facilities, as well as an ongoing deferred maintenance database and scheduling system, are also progressing. Recommendations regarding the use of the Internal Services Department (ISD) or contracting with an outside firm to conduct the remaining building assessments and assist in the development of the database system will be presented to your Board by June 30, 2012.

## Status of Approved Projects

Public Health and Community and/or Senior Centers: To date, approximately 75 percent of the deferred maintenance projects approved for Public Health and Community and Senior Service (CSS) Centers have been completed. The completed work encompasses nearly 997,000 square feet at 22 Public Health and CSS Centers, including the repair or replacement of building systems such as electrical panels, heating ventilation and air conditioning (HVAC) systems, roofing and rain gutters, flooring, interior and exterior lighting, elevators, resurfacing of parking lots, accessibility improvements, and the installation of energy and water efficient fixtures such as low energy lighting, light sensors, energy efficient windows, and water saving plumbing fixtures.

With exception to the Ruth Temple Health Center and the Antelope Valley Rehabilitation Center, the work at the remaining Public Health and CSS Centers is expected to be completed by December 31, 2012.

Deferred maintenance activities at the Ruth Temple Health Center DM Project have been temporarily suspended pending completion of renovation activities currently being performed by the T.H.E. Clinic, which leases space within the Ruth Temple Health Center. The T.H.E. Clinic is managing a grant funded renovation project in its leased area that involves reconfiguration of the building's second floor interior, replacement of the elevators, and major modifications to the building's electrical and HVAC systems. It is anticipated that the T.H.E. Clinic renovation will be completed by December, 2012, at which time, the County's deferred maintenance project will commence.

The original deferred maintenance project at the Antelope Valley Rehabilitation Center entailed the repair of existing resident housing, and staff and program support structures to accommodate the consolidation of the Warm Springs and Antelope Valley Rehabilitation Centers. A more detailed investigation of the site, however, determined that the proposed repairs failed to meet current health and building and safety standards and that a more extensive approach would be required to produce an appropriate, long-term solution.

In order to meet the programmatic objective of consolidating both rehabilitation centers at the Acton site, temporary modular buildings have been installed that currently house 230 patients and the Warm Springs facility has been closed. The Chief Executive Office (CEO) and the Department of Public Works (Public Works) are continuing to evaluate alternatives for a long-term solution to housing and program space at the Acton site and will return to your Board with recommendations in the Summer of 2012.

Wastewater Treatment Systems Upgrades: The wastewater treatment system upgrade projects are being implemented to comply with Federal, State and Regional regulatory agency requirements. Construction of the most extensive and time critical wastewater treatment project is scheduled to be completed at Marshall Canyon Regional Park and Golf Course by June 30, 2012. The project consists of decommissioning and replacement of the existing treatment system with a new sewer and potable water system that will serve the Regional Park, golf course, and the Afflerbaugh/Paige Probation camp. Plans for the remaining systems are currently undergoing design review by regulatory agencies. We will provide the final project schedules on the remaining projects when permits and regulatory approvals have been obtained.

**Emergency Operations Center:** As of the end of January, 2012, approximately 50 percent of the work required to replace the County Emergency Operations Center HVAC system has been completed. Full completion is scheduled for June 30, 2012.

Hollywood Bowl Ramp Refurbishment (ADA): Replacement of a moving pedestrian ramp at the Hollywood Bowl required for ADA accessibility is scheduled to be completed before the 2012 performance season begins. The new ramp has been ordered, which is currently being fabricated by the vendor, and demolition of the existing ramp began in early November 2011. Installation of the new ramp will commence upon delivery.

**Dorothy Kirby DOJ Refurbishment:** The proposed facility upgrades entail the refurbishment of cottages, classrooms, and observation rooms to comply with Titles 15 and 24 of the California Code of Regulations. The advanced deterioration of the facilities will require a more extensive design and refurbishment plan than was initially planned. We will return to your Board in April 2012 to award a consultant services agreement to complete the necessary design documents. It is anticipated that the refurbishment and renovation work will be completed through a combination of Job Order Contractors and a competitively selected contractor that will be approved by your Board.

## **Deferred Maintenance Program Development**

Your Board further directed the CEO to develop a comprehensive and ongoing deferred maintenance schedule that integrates facility condition surveys, best management practices of other public agencies and private firms that manage assets similar to those of the County, and annual performance measurement.

In response to your Board's direction, the CEO consulted with ISD on the best methods to complete a physical assessment of the remaining 31 million square feet of 20,000 County-owned buildings (excluding hospitals and Sheriff facilities). The preferred system would:

- establish building system lifecycles;
- maintain a digital record of completed maintenance activities and upgrades;
- schedule ongoing maintenance requirements for each facility; and
- estimate and project annual maintenance and upgrade costs based on the most recent maintenance costs and assumed escalation rates.

The CEO and ISD reviewed the assessment methodology that was utilized by ISD to survey the health and community/senior centers to determine its utility if applied to the County's remaining buildings. For comparative purposes, the CEO also issued, with the assistance of Public Works, a Request for Proposals (RFP) to private firms for the assessment of the County's remaining buildings and development of an asset tracking database system. The RFP was issued on November 2, 2011 and seven firms have submitted proposals. Review and evaluation of the proposals will be completed by the end of March 2012 and we anticipate recommending either proceeding with ISD or the award of a consultant services agreement by May 1, 2012.

Concurrent with the review of building assessment methodology, the CEO and ISD investigated the deferred maintenance policies and practices of other local governmental agencies with similar asset portfolios, including San Diego and Riverside Counties, and Los Angeles Unified School District, as well as, five of the top 24 professional asset and property management firms operating in Los Angeles. Among the firms and entities that responded, none had developed systems that project required maintenance schedules and budget requirements for ongoing and deferred maintenance activities. The system proposed for Los Angeles County will be among the first in the region to address these issues with a long-term process predicated upon building system lifecycles.

In addition, most of the firms did not manage ongoing or deferred maintenance activities centrally; preferring to rely on local coordination of facility repairs. Annual budgets for deferred maintenance consisted primarily of setting aside contingencies for unforeseen repairs. Repairs were prioritized on an emergent and reactive basis rather than according to a prescribed, strategic plan. A primary goal of the County's Deferred Maintenance Program is to avoid the severe, unanticipated cost impacts associated with emergent maintenance events and establish a stable, more manageable planning and cost model.

Ultimately, the efficacy of any program can only be determined through the continuous measurement of actual performance against established standards. The CEO and ISD are currently developing a comprehensive set of such standards for adoption by your Board. To date, performance indicators such as: variance of actual versus planned deferred maintenance costs, percentage of uninterrupted building system performance, timely maintenance or replacement of key building systems, timeliness of service delivery, and the timely procurement of equipment and building materials have been identified as valuable standards for the Deferred Maintenance Program.

Recommendations for the final package of performance standards will presented to your Board for approval concurrent with recommendations for performance of the remaining County building assessments and development of the deferred maintenance database, which is currently scheduled for June 30, 2012.

Should you have any questions on this matter, your staff may contact Richard Beltran at (213) 893-7840, or Sabra White at (213) 974-1140.

WTF:RLR DJT:mc

c: Executive Office, Board of Supervisors
 County Counsel
 Internal Services
 Public Health
 Public Works



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September 4, 2012

Board of Supervisors GLORIA MOLINA First District

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ZEV YAROSLAVSKY Third District

DON KNABE

MICHAEL D. ANTONOVICH Fifth District

The Honorable Board of Supervisors County of Los Angeles 383 Kenneth Hahn Hall of Administration 500 West Temple Street Los Angeles, CA 90012

Dear Supervisors:

# DEPARTMENT OF PUBLIC WORKS: BUILDING CONDITION ASSESSMENT AND ASSET MANAGEMENT DATABASE DEVELOPMENT SERVICES FOR COUNTY DEFERRED MAINTENANCE PROJECTS AWARD CONSULTANT SERVICES AGREEMENT APPROVE FUNDING AGREEMENT (ALL DISTRICTS) (3 VOTES)

### **SUBJECT**

The recommended actions will award and authorize the Chief Executive Officer, or his designee, to execute a consultant services agreement with AECOM Technical Services, Inc., to develop an asset management tracking and forecasting database system, perform a pilot phase of building condition assessments, and comply with State water quality standards.

#### IT IS RECOMMENDED THAT THE BOARD:

1. Award and authorize the Chief Executive Officer, or his designee, to execute a consultant services agreement with AECOM Technical Services, Inc., to perform a pilot phase of building condition assessments and asset management database development services for County Deferred Maintenance Projects for a one year term, commencing on the date of the Notice to Proceed. The consultant services agreement shall not exceed a fee of \$1,032,000.

"To Enrich Lives Through Effective And Caring Service"

2. Delegate authority to the Chief Executive Officer, or his designee, to execute a funding agreement with the City of La Verne for a not-to-exceed fee amount of \$69,997 to construct a 180 linear-foot sewer line extension from the current point of termination of the existing sewer line to the point of connection of the newly constructed sewer line, which will replace the failed wastewater treatment system that served Probation Camp Afflerbaugh, Marshall Canyon Golf Course, Tree Farm, and Regional Park.

## PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Approval of the recommended actions will allow the Chief Executive Office (CEO) to proceed with the development of an asset maintenance management system that will provide an ongoing projection of required and anticipated repair/replacement actions and costs for County capital assets, initiate physical condition assessments of approximately 21.8 million square-feet of County-owned facilities, and complete State required refurbishment activities on the Marshall Canyon reservoir/irrigation system.

## **Background**

On September 28, 2010, the Board authorized the development of the County Deferred Maintenance Program in order to provide a rational basis for long-term planning of ongoing maintenance of County facilities. Such a goal is to be realized through the implementation of a systematic approach to the assessment of County building conditions and development of an asset management database system that would track and forecast long-term maintenance requirements.

While this program was under development, the Board also authorized the initiation of certain high-priority deferred maintenance activities through the allocation of \$59.9 million in funds within the Extraordinary Maintenance Budget to refurbish:

- 22 County public health centers, community centers, and senior centers; and
- Repairs or major deferred maintenance efforts to 11 additional County facilities required by jurisdictional regulatory agencies, or to maintain essential services.

To date, work at 14 public health and community/senior centers, three probation camps, and three museums, has been completed. Maintenance activities at 11 of the remaining 13 facilities are scheduled for completion in September 2012.

Refurbishment activities at the final two sites, Antelope Valley Rehabilitation Center (AVRC) and Dorothy Kirby Center, will require additional programming to accommodate unforeseen site and building conditions. The CEO will return to the Board with separate recommendations to meet the refurbishment objectives at both sites in September 2012.

## Proposed Building Condition Assessment and Asset Management Database System

The goal of the Asset Management Database System (AMDS) is to provide a continuously updated, long-term maintenance plan for each County facility. Such a plan would document the type, cost, and date of each repair and project the timing and costs of future repairs or maintenance activities. The aggregated projections for all County buildings would provide the basis for the prioritization and forecast of annual maintenance activities, as well as the development of annual budgetary recommendations for maintenance staffing, contracts, and equipment acquisitions.

The AMDS will provide a record of all maintenance activities and repairs to electrical, plumbing, heating, ventilation and air conditioning, fire safety, security, lighting, elevator, and energy management systems. It will also include interior conditions such as flooring, ceilings, doors, and paint, and exterior conditions such as roofing, windows, fencing, irrigation, and parking lots. Accessibility issues and opportunities for energy efficiency upgrades will also be noted.

The CEO and Internal Services Department (ISD) reviewed the County's existing data resources and determined that the available information was inadequate to internally develop such a system. A Request for Proposals (RFP) was subsequently developed to select a firm that could best develop the desired system.

The information necessary to populate the AMDS is reliant upon a thorough assessment of each building's physical condition. ISD had committed a team of crafts specialists for over a year to the assessment of 30 of the facilities that have been refurbished since September 2010. To assess the remaining 21.8 million square feet of County facilities (excluding hospitals and Sheriff facilities) within the next few years, and to ensure the information provided by the assessments is compatible with the data formats in the AMDS, it was decided that the same firm that develops the AMDS should also perform the assessments.

## **AECOM Consultant Services Agreement**

The proposed consulting services agreement with AECOM Technical Services, Inc., (AECOM) will include development of the AMDS, as well as performance of building condition assessments for four facilities totaling 156,676 square-feet (1 percent). The initial four building assessment is intended to be a pilot phase for the full assessment of the remaining 21.8 million square-feet of County-owned buildings. Use of the pilot phase will ensure the data from the building condition assessments meet the County's standards and are fully compatible with the AMDS. The four County-owned facilities included in the pilot phase are the El Monte Comprehensive Health Center, F. D. Roosevelt Park, Fire Station No. 3, and the A.C. Bilbrew Library.

The pilot phase of the program is scheduled to be completed in one year. Upon its completion, the CEO will review the data and draft reports to confirm or clarify what content and format of the deliverables meet the expectations of the County. The CEO will return to the Board by September 30, 2013, to amend the agreement to reflect the remaining building condition assessments.

## City of La Verne Funding Agreement

Approval of the recommended actions will also authorize the Chief Executive Officer, or his designee, to execute a funding agreement with the City of La Verne (City) to reimburse the City for its cost to construct a 180 linear-feet of sewer line connection with the County sewer line that serves the Afflerbaugh/Paige Probation Camp (Camp). The Camp's water treatment plant failed to meet Regional Water Quality Control Board (Water Board) standards. Connecting the Camp to the City's sewer system was deemed the most cost-effective, long-term method of complying with the Water Board's requirements.

The County is contracting with the City to build the sewer line extension, because the point of termination of the City's existing sewer line falls within a private housing development for which the City has an existing easement. This action will save the County the time and cost of required surveys and legal descriptions to obtain a separate easement for a one-time use. The proposed funding agreement is for a one-time payment of \$69,997, which includes costs for design and engineering, plan check and permits, construction and the sewer line extension, and contingencies for unforeseen conditions.

## Implementation of Strategic Plan Goals

The Countywide Strategic Plan directs the provision of Operational Effectiveness (Goal 1) by increasing our ability to manage fluctuations in workload in a responsive manner and provide responsive, efficient, and high-quality public services.

## FISCAL IMPACT/FINANCING

The proposed consultant services agreement with AECOM will be executed for a maximum fee of \$1,031,808, including \$1,007,808 for development of the AMDS and \$24,000 for the building condition assessments. The CEO will return to the Board with recommendations to amend the consultant services agreement to accommodate the remaining building assessments.

The funding agreement with the City is for a one-time payment of \$69,997. The costs of the AECOM contract and the payment to the City will both be funded from Extraordinary Maintenance Budget.

## FACTS AND PROVISIONS/LEGAL REQUIREMENTS

A standard consultant services agreement will be used in the form previously reviewed and approved as to form by County Counsel. The contract will be in compliance with the Board's requirements.

Award of the contract will be in full compliance with Federal, State, and County regulations. The agreement will contain terms and conditions supporting the Board's ordinances, policies, and programs including, but not limited to: County's Greater Avenues for Independence (GAIN) and General Relief Opportunities for Work (GROW) Programs, Board Policy No. 5.050; Contract Language to Assist in Placement of Displaced County Workers, Board Policy No. 5.110; Reporting of Improper Solicitations, Board Policy No. 5.060; Notice to Contract Employees of Newborn Abandonment Law (Safely Surrendered Baby Law), Board Policy No. 5.135; Contractor Employee Jury Service Program, Los Angeles County Code, Chapter 2.203; Notice to Employees Regarding the Federal Earned Income Credit (Federal Income Tax Law, Internal Revenue Service Notice 1015); Contractor Responsibility and Debarment, Los Angeles County Code, Chapter 2.202; and the Los Angeles County's Child Support Compliance Program, Los Angeles County Code, Chapter 2.200; Defaulted Property Tax Reduction Program, Los Angeles County Code, Chapter 2.206; and the standard Board-directed clauses that provide for contract termination or renegotiation.

## **ENVIRONMENTAL DOCUMENTATION**

The proposed actions are not a project pursuant to the California Environmental Quality Act (CEQA) because they are an activity that is excluded from the definition of a project by Section 15378(b) (4) and (5) of the State CEQA Guidelines. The proposed actions are an administrative activity of the government that will not result in direct or indirect changes to the environment. The appropriate environmental documentation, as required under CEQA, will be completed and the Board will be requested to make a CEQA finding before a discretionary action is approved for any project.

## **CONTRACTING PROCESS**

On November 2, 2011, the Department of Public Works (Public Works), at the request of the CEO, issued an RFP for building condition assessment and asset management database development services. On February 2, 2012, a total of seven firms responded to the RFP. The Evaluation Committee comprised of representatives from ISD's and Public Work's technical staff, and the CEO Capital Project Division evaluated the proposals. The committee evaluated these proposals based on technical expertise, experience, personnel qualifications, work plans, and understanding of the work requirements.

Based on the review and evaluations of these proposals, the committee determined that AECOM demonstrated appropriate qualifications to perform the building condition assessments and asset management database development services. The initial contract term will be for one year commencing on the issuance of the initial Notice to Proceed.

All evaluations were completed without regard to race, creed, color, or gender.

As requested by the Board on February 3, 1998, these consultant services agreement opportunities were listed on the County's "Doing Business with Us" website. A copy of the website posting is attached for your reference.

Public Works has evaluated and determined that Los Angeles County Code Chapter 2.201 (Living Wage Program) does not apply to the recommended contracts.

## **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

There will be no impact on current County services or projects as a result of authorizing the recommended consultant services and funding agreements. The proposed consultant services agreement will provide for building condition evaluations and asset management database development services to assist the County in implementing a Countywide Deferred Maintenance Program in an efficient and cost-effective manner; and the proposed funding agreement authorizing the County to reimburse the City for one-time sewer line extension construction costs will ultimately eliminate ongoing costly quarterly wastewater quality monitoring and reporting to the Water Board.

## **CONCLUSION**

Please return one adopted copy of this Board letter to the Chief Executive Office, Capital Projects Division, and the Department of Public Works, Architectural Engineering Division.

Respectfully submitted,

WILLIAM T FUJIOKA Chief Executive Officer

WTF:RLR:DJT SW:RB:zu

c: Executive Office, Board of Supervisors County Counsel Internal Services Public Works

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